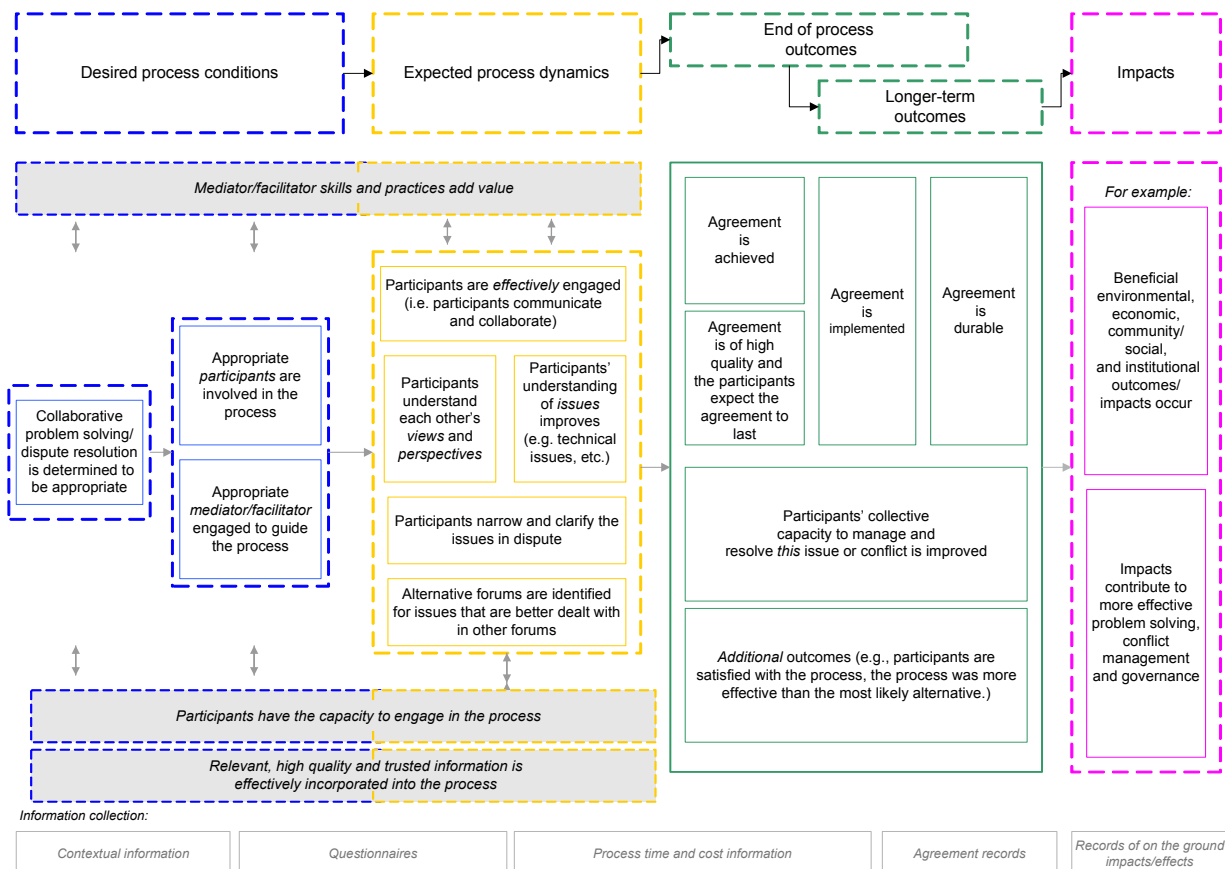


## Environmental Conflict Resolution and Collaborative Problem Solving Evaluation Model



## Definitions for Components of the Evaluation Model

### Desired Process Conditions

Collaborative problem solving/dispute resolution is determined to be appropriate

*This is an outcome determined by the screening and/or assessment process.*

Appropriate participants are involved in the process

*All key affected/concerned interests needed to successfully reach agreement were involved in the process. The representatives at the table have sufficient authority to make commitments on behalf of their organization.*

Appropriate mediator/facilitator engaged to guide the process

*An appropriate mediator/facilitator is one who has the skills and experience (e.g., experience with the type of case, experience with the substantive issues of the case) needed to guide the process. The participants also endorse mediator/facilitator as appropriate.*

Participants have the capacity to engage in the process

*The participants had the time, skills, resources, and access to needed information to participate effectively in the process.*

The mediator/facilitator skills and practices add value

*The mediator/facilitator made sure the participants had a realistic work plan and timeline for the process. The mediator/facilitator was fair and unbiased. The mediator/facilitator made sure the participants were effectively engaged and ensured all participants concerns were heard and addressed. When things got tense, the mediator/facilitator helped the participants move forward constructively and they ensured that no one dominated to the detriment of the process. At the conclusion of the process, the participants report they would recommend the mediator/facilitator to others in a similar situation without hesitation.*

Relevant information is effectively incorporated into the process

*Participants worked effectively to identify information needs. All participants had full access to relevant information they needed in order to participate effectively in the collaborative process. Participants understood all important information and data used in the process.*

#### Expected Process Dynamics

Participants are effectively engaged (i.e. participants communicate and collaborate)

*All participants continued to be engaged so long as their involvement was necessary, and they kept their members/constituents informed. The participants worked together cooperatively and sought options or solutions that met the common needs of all participants. During the process, the participants followed the ground rules and worked together in a manner that facilitated balanced inclusion of all affected participants/concerned interests. As a result of the process, trust was built among the participants.*

Participants understand each other's views and perspectives

*The participants gained a better understanding of each other's views and perspectives, and the participants came to understand each other's perspectives.*

Participants' understanding of issues improves (e.g. technical issues, etc.)

*The participants gained a better understanding of the issues of focus in the case (i.e., scientific, legal, economic, cultural and other).*

Participants narrow and clarify the issues in dispute

*The process helped the participants identify and clarify the key issues that had to be addressed to address the issues or resolve the conflict.*

Alternative forums are identified for issues that are better dealt with in other forums

*The process helped the participants identify appropriate alternative forums for dealing with issues that could not be handled through the process.*

## End of Process and Longer-term Outcomes

### Agreement is achieved

*Agreement is achieved on all, most or some key issues. In cases where agreement is not reached, progress is made toward solving the problem or resolving the conflict.*

### Agreement is of high quality and is expected to last

*The agreement takes account of the participants' interests and deals effectively with key issues. The participants understand the terms of the agreement. The agreement includes responsibilities and roles for implementation, contains a mechanism for assuring the participants will know when the agreement is implemented, contains clear and measurable standards or objectives to be achieved, contains provisions for monitoring if standards or objectives are achieved, and specifies ways the agreement can be changed/modified if things don't go as planned. The agreement can be carried out and will last to meet its purpose. The agreement is flexible enough to respond to changing conditions that might occur, and the participants have built strong enough relations to ensure the agreement will last.*

### Agreement is implemented

*The participants enacted the terms of the agreement (i.e. next steps as defined in the agreement are on track).*

### Agreement is durable

*The participants remain committed to the agreement and have built a strong enough relationship with each other to ensure that next steps are carried out as planned. The agreement is flexible enough to respond to changing conditions that might occur.*

### Participants' collective capacity to manage and resolve this conflict is improved

*Trust is built among the participants, and their ability to work together cooperatively to solve problems and resolve conflicts for this case is improved.*

## Additional Beneficial Outcomes

### Satisfaction

*Participants are satisfied with the process used, and they are satisfied with the results of the process.*

### Participants endorse collaborative processes

*Participants' first choice would be to use this type of process again for similar situations, they would recommend this type of process to others in a similar situation without hesitation, and they feel they would not have progressed as far with any other process of which they are aware.*

### Effectiveness compared to the most likely alternative

*Participants felt the process was more responsive to their needs and more effective in addressing key issues than the most likely alternative in the absence of the collaborative process. The participants felt the process was more effective in building trust among the participants and in solving the problem or resolving the dispute. The participants also felt the decisions better matched the interests of the participants and likely increased the participants' commitment to the outcome and will reduce the likelihood of challenges.*

### Efficiency compared to the most likely alternative

*Participants felt the process was quicker and cheaper than the most likely alternative in the absence of the collaborative process. If the process took more time and/or financial resources, the participants felt the extra costs and time were worth the investment.*

### Benefits outweigh the costs

*Participants felt the benefits outweighed the costs.*

### Public benefits

*The process resulted in additional beneficial outcomes such as averting a crisis, avoiding litigation, etc.*

## Impacts

Beneficial environmental, economic, community/social, and institutional impacts occur

Impacts contribute to more effective problem solving, conflict management and governance.

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